

MEASURING LEVEL OF JOB SATISFACTION AMONG OFFICERS OF THE  
ROYAL CUSTOM AND EXCISE DEPARTMENT AT TANJUNG KUPANG.  
JOHOR DARUL TAKZIM

A Thesis submitted to the Graduate School in partial  
Fulfillment of the requirements for the degree  
Master of Business Administration,  
Universiti Utara Malaysia

By  
Rosly Bin Othman

(c) Rosly Bin Othman, 2002. All rights reserved



Sekolah Siswazah  
(Graduate School)  
Universiti Utara Malaysia

**PERAKUAN KERJA KERTAS PROJEK**  
(Certification of Project Paper)

Saya, yang bertandatangan, memperakukan bahawa  
(I, the undersigned, certify that)

**ROSLY OTHMAN**

calon untuk Ijazah  
(candidate for the degree of) Master in Business Administration

telah mengemukakan kertas projek yang bertajuk  
(has presented his/her project paper of the following title)

**MEASURING LEVEL OF JOB SATISFACTION AMONG OFFICERS OF**  
**THE ROYAL CUSTOM AND EXCISE DEPARTMENT AT TG. KUPANG**

seperti yang tercatat di muka surat tajuk dan kulit kertas projek  
(as it appears on the title page and front cover of project paper)

bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan,  
dan meliputi bidang ilmu dengan memuaskan.  
(that the project paper acceptable in form and content, and that a satisfactory  
knowledge of the field is covered by the project paper).

Nama Penyelia  
(Name of Supervisor) : Encik Abdullah Omar

Tandatangan  
(Signature) :

Tarikh  
(Date) :

26/10/2002

## PERMISSION TO USE

In presenting this thesis in partial fulfilment of the requirements for a post graduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner in whole or in part, for scholarly purposes may be granted by my supervisor(s) or, in their absence, by the Dean of the Graduate School. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Graduate School  
Universiti Utara Malaysia  
06010 UUM Sintok  
Kedah Darul Aman.

## **Abstract**

Job satisfaction is basically the manifestation of one's inner feeling about his/her job. In other words, it is an emotional state linked to one's job, which would effectively be translated into job behaviors, and in due course would positively/negatively affect the overall performance of an employee. In this context, the level of job satisfaction experienced by the employees is greatly influenced by various internal and external factors. To mention a few, they might include, nature of the job itself, management practices, human resource systems and policies, workplace conditions, co-workers/peers, and other personal related issues. It is a very delicate issue because one's feeling normally reflects the aggregate effects of many attributing factors. Therefore, attempts to single out any specific influential factor in explaining the level of job satisfaction among employees would prove to be less objective and costly.

This study was commenced to examine the level of job satisfaction among officers of the Royal Custom and Excise Department, Tanjung Kupang Complex, Johor. In so doing, it was also focusing on few selected variables, believed to have a constructive influence on the research question, job satisfaction. This task entails a closer look at examining the relationships between the four identified variables, ie job characteristics, job commitment, co-workers and opportunities for career advancement (promotions) and the level of job satisfaction experienced by officers of the department. A total of 75 officers of different task divisions and ranks, who represents the whole

population of the complex, were given the research questionnaire. The researcher personally administered the distribution of the questionnaires at the department during briefing sessions specially held for this purpose. Due to this collaborative manner on the part of the department and rapport established through out data collection process, all 75 officers who participated in this survey returned their completed questionnaires for further analysis. The Brayfield-Rothe Index was used as an instrument to measure the level of their job satisfaction.

The research findings revealed that officers of the department at Tanjung Kupang Complex were generally experienced a high level of satisfaction with their jobs. Consequently, it was also established that job characteristics, job commitment, and opportunities for career advancement (promotions) did have significant relationships with the level of job satisfaction. On the other hand, the co-workers factor found out to be not very influential or had a relatively moderate kind of relationships.

## **Abstrak**

Kepuasan kerja merupakan satu manifestasi bagi perasaan dalaman seseorang mengenai pekerjaannya. Dalam erti kata lain, ia adalah satu emosi yang mempunyai kaitan dengan pekerjaan. Ia juga boleh diterjemahkan dalam bentuk kelakuan yang akan mempengaruhi secara positif atau negatif prestasi kerja seseorang itu. Dalam konteks ini, tahap kepuasan kerja yang dialami oleh pekerja dipengaruhi oleh beberapa faktor dalaman serta luaran. Antara faktor-faktor tersebut yang mungkin mempengaruhi kepuasan kerja ialah bentuk kerja itu sendiri, polisi pentadbiran, sistem pengurusan sumber manusia, keadaan tempat kerja, rakan sekerja serta beberapa faktor peribadi terpilih. Ia juga merupakan satu isu yang amat kompleks kerana perasaan seseorang selalunya timbul hasil dari beberapa faktor penting. Oleh itu, sebarang usaha untuk mengasingkan faktor-faktor tersebut dalam mengkaji kepuasan kerja dikalangan pekerja menyebabkan keputusannya menjadi kurang objektif serta sukar untuk diterimapakai.

Kajian ini dijalankan bagi mengkaji tahap kepuasan kerja dikalangan para pegawai Jabatan Kastam dan Eksais Diraja, Kompleks Tanjung Kupang, Johor. Oleh itu, ia turut memberi fokus kepada beberapa faktor terpilih yang dipercayai dapat memberi pengaruh yang positif terhadap topik kajian, iaitu kepuasan kerja. Tugasan ini termasuklah mengkaji dengan lebih teliti hubungan diantara empat pembolehubah yang dikenalpasti seperti ciri-ciri pekerjaan, komitmen terhadap pekerjaan, rakan sekerja serta peluang kenaikan pangkat dan tahap kepuasan kerja yang dialami oleh mereka. Seramai

75 pegawai dari pelbagai bahagian dan pangkat yang mewakili seluruh populasi kompleks telah diberi soalan kajian. Pengkaji sendiri telah mengedarkan soalan kajian di jabatan tersebut sewaktu sesi penerangan yang diadakan khusus untuk tujuan ini. Disebabkan oleh sikap kerjasama dan bantuan yang diberi oleh pihak pentadbiran jabatan, kesemua 75 pegawai yang terlibat dalam kajian ini menjawab dan memulangkan kembali soalan kajian untuk proses analisis. Indeks Brayfield-Rothe telah digunakan sebagai alat pengukur untuk mengukur tahap kepuasan kerja para pegawai tersebut.

Keputusan kajian menunjukkan bahawa para pegawai di Kompleks Tanjung Kupang secara umumnya mempunyai kepuasan kerja yang tinggi terhadap pekerjaan mereka. Selaras dengan itu juga, kajian membuktikan bahawa ciri-ciri pekerjaan, komitmen terhadap pekerjaan, dan peluang kenaikan pangkat mempunyai hubungan yang penting dengan tahap kepuasan kerja. Walau bagaimanapun, faktor rakan sekerja didapati mempunyai hubungan yang sederhana sahaja dan tidak memberi pengaruh yang penting terhadap tahap kepuasan kerja.

## ACKNOWLEDGEMENT

This acknowledgement went to several dedicated persons who have, along the way provided support and advices during my progress in finishing this thesis. It is extremely impossible to mention all the names of these good people, I would like to take this opportunity to extend my utmost sincere appreciation and gratitude.

- i. My supervisor, Encik Abdullah Omar, who has constantly provided guidance, comments as well as valuable ideas along the way.
- ii. The management of the Royal Custom and Excise Department, Tanjung Kupang Complex for their suport and cooperation during this study.
- iii. A special thanks to Ms Ng Lee Yen, who has helped me a lot with the statistical interpretations as well as examining the language usage of the thesis.
- iv. All my friends at Universiti Utara Malaysia for their encouragement and support throughout the research process.
- v. My family, who are always concern with my study and the progress of this thesis.

To all these people, I thank you for your understanding, patient, and valuable insight while I struggled finishing this thesis. Thank you.



## **TABLE OF CONTENTS**

Title Page	
Certification of Thesis Work	
Permission to Use	
Abstract	i
Acknowledgement	v
Table of Contents	vi
List of Tables	x

## **CHAPTER I                      INTRODUCTION**

1.1	Introduction	1
1.1.1	Job Satisfaction	1
1.1.2	Importance of Job Satisfaction	4
1.2	Statement of Research Problem	6
1.3	Research Objectives	7
1.4	Operational Definitions	8
1.4.1	Job Satisfaction	8
1.4.2	Public Sector Employees	9

1.4.3	Divisions	9
1.4.4	Job Commitment	9
1.4.5	Job Characteristics	10
1.4.6	Promotions	10
1.4.7	Co workers	10
1.5	Significance of Study	11
1.6	Limitations of Study	12

## **CHAPTER II                      REVIEW OF RESEARCH LITERATURE**

2.1	Introduction	13
2.2	Nture of Jobs	13
2.3	Co workers	14
2.4	Avenues for Promotions	15
2.5	Organizational Commitment	15
2.6	Demographic Factors	16
2.7	Research Framework	18

## **CHAPTER III                      RESEARCH METHODOLOGY**

3.1	Introduction	19
3.2	Selection of Sample	19

3.3	Research Instruments	20
3.4	Data Collection Methods	25
3.5	Data Analyses and Interpretations	26
3.6	Pilot Study	27

## **CHAPTER IV                      FINDINGS**

4.1	Introduction	29
4.2	Basic Demographic data of Officers involved	30
4.3	Level of Job Satisfaction	32
4.4	Correlation between Job Satisfaction with Job Characteristics, Job Commitment, Co-workers and Promotions.	35
4.5	Job Satisfaction Level and Level of Education	36
4.6	Job satisfaction Level and Division	37
4.7	Job Satisfaction Level and Age Group	38
4.8	Job Satisfaction Level and Gender	41

## **CHAPTER V                      DISCUSSION**

5.1	Introduction	42
5.2	Overall Level of Job Satisfaction	42
5.3	Job Satisfaction and Age Group	43

5.4	Job Satisfaction and Level of Education	45
5.5	Job Satisfaction and Gender	46

## **CHAPTER VI                      RECOMMENDATIONS AND CONCLUSIONS**

6.1	Summary	48
6.2	Recommendations	49

<b>BIBLIOGRAPHY</b>	<b>52</b>
---------------------	-----------

## **APPENDIX**

No	LIST OF TABLES	
3.3.1	Contents of The Questionnaire	20
3.3.2	Subscales Created for The Brayfield-Rothe Index	22
3.3.3	Distribution of Negative and Positive Statements in the Questionnaire	23
3.6.1	Reliability of Brayfield-Rothe Index (Translated Version)	28
4.2.1	Distribution of Respondents by Divisions	30
4.2.2	Distribution of Respondents by Gender	31
4.2.3	Distribution of Respondents by Age Groups	31
4.2.4	Distribution of Respondents by Level of Education	32
4.3.1	Level of Job Satisfaction According to Divisions	33
4.3.2.	Satisfaction Level Based on Gender	33
4.3.3.	Level of Job Satisfaction According to Different Age Groups	34
4.3.4.	Level of Job Satisfaction According to Different Level of Education	34
4.4.1.	Correlation between Job Satisfaction and Job Characteristics, Job Commitment, Co-workers and Promotions	35
4.5.1	Differences in Satisfaction Level Based on Educational Background	36
4.6.1.	Differences in Satisfaction Level Based on Divisions	37
4.7.1	Differences in Satisfaction Level Based on Age Group	38
4.7.2	Scheffe Multiple Comparisons Analysis on Satisfaction level Based on Age Groups	40
4.8.1	Differences in Job Satisfaction Based on Gender	41

## LIST OF APPENDIX

- Appendix A: Brayfield-Rothe Index (Translated Version)
- Appendix B: Organizational Chart The Royal Custom and Excise Department  
Tanjung Kupang
- Appendix C: Questionnaires Used in Study
- Appendix D: Brayfield-Rothe Index (Original Version)
- Appendix E: Letters of Correspondence

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Introduction**

In the past, numerous studies have been conducted by researchers to examine and understand job satisfaction and its related causes. These two are perhaps the most important and widely discussed areas of organizational behavior and employee relations. It is estimated that until 1976, there were 3,350 articles have been written on them and in 1992, the numbers have been catapulted to more than 5,000 research articles and dissertations.

Most of us today, spend our entire day occupied with work. Some of our works are extremely monotonous and thus are considered less attractive as compared to others. Therefore, although we dedicated most of our time to work,

The contents of  
the thesis is for  
internal user  
only



## BIBLIOGRAPHY

- Abu Bakar Hashim., (1985). *An Analysis of Job Satisfaction among Academic Staff of Unibversities in Malaysia*, Unpublished Thesis, College of Education, Ohio University, U.S.A.
- An evaluation of precursors of hospital employee turnover, (1978). *Journal of applied psychology* vol 63, APA.
- Bahari Mat., (1997). *Kepuasan Kerja Di Kalangan Guru-Guru Sekolah Menengah di Felda Jenka*. Unpublished Master Project Paper, Universiti Utara Malaysia, Malaysia.
- Bush, D.H., Mock, M.K., Pooyan, A. (1987) Industrial Demographic Differences and Job Satisfaction, *Journal of Occupational Behaviour*, Vol. 8.
- Chambers, J. M., (1999). The job satisfaction of managerial and executive women: Revisiting the assumptions, *Journal of education for business*, vol 75, issue 2
- Chin Kuan Sui., (1997). *Kepuasan Kerja di Kalangan Pembantu Tadbir Sekolah. Kes: Daerah Kota Setar, Kedah D.A*. Unpublished Master Project Paper, Universiti Utara Malaysia, Malaysia.
- Choo, PF., Maznah Ismail, Tan, S.K., Yoong Suan, Ahmad Othman & Van Praagh, G., *Guru-Guru Siswazah Menghadapi Tugas: Satu Penyelidikan Terhadap Beberapa Aspek Pengalaman Mereka Dalam Pengajaran*, Terbitan U.S.M.
- Crosby, L. A., Grisaffe, D. B. & Marra, E. R., (1994). The impact of quality and customer satsifaction on employee organizational commitment, *Marketing and research today*, february issue.
- Fosam, E. B. & Grimsley, M. F. J., (1998). Exploring models for employee satisfaction with particular reference to a police force, *Total quality management*, vol 9, issue 2/3.
- Ghazali Othman. *An investigation of The Source of Job Satisfaction of Malaysian School Teachers*, Unpublished Doctorate Dissertation, University of California, U.S.A.
- Iris, B. & Barret, G. V., (1972). Some relations between job and life satisfaction and job importance, *Journal of applied psychology*, vol 56, no. 4.

- Ismail Othman., (1997). *Kepuasan Kerja Di Kalangan Guru-Guru Sekolah Rendah Gred A di Daerah Kuala Muda Yan*, Unpublished Master Project Paper, Universiti Utara Malaysia, Malaysia.
- Lawler, E. E. III, (1973). *Motivation in work organizations*, Wadsworth Publishing Co., california.
- Lim Tieng Seng, (1995). *Kepuasan kerja Di Kalangan Guru-Guru Sekolah Rendah Jenis Kebangsaan Cina di Negeri Kelantan*, Unpublished Master Thesis, Universiti Utara Malaysia, Malaysia.
- Locke E. A. & Whiting, R. J., (1974). Sources of satisfaction and dissatisfaction among solid waste management employees, *Journal of applied psychology*, vol 59, no 2
- McDonald B. W. & Eric Gunderson, E. K., (1994). Correlates of job satisfaction in naval environment, *Journal of applied psychology*, vol 59, no 3
- Pokrywezynski, J. & Crowley, J., (1997). Job Satisfaction in Newspaper Ad Department, *Newspaper Research Journal*, vol 18, issue 1/2
- Reyhan Bilgic, (1998). The relationship between job satisfaction and personal characteristics of Turkish workers, *Journal of psychology*, vol 132, issue 5
- Roxburgh, S., (1999). Exploring the work and family relationship: Gender differences, *Journal of family issues*, vol 20, issue 6
- Saal F. E. & Knight P. A., (1995). *Industrial Organizational Psychology: Science and Practices*. 2<sup>nd</sup> Edition, Brooks/Cole publishing co., california.
- S Chau Kiu Cheung. & scherling S. A., (1999). Job satisfaction, job values and sex differences in Taiwan's organizations, *Journal of psychology*, vol 133, issue 5
- Starcevich, M. M., (1972). Job factor importance for job satisfaction and dissatisfaction across different occupational levels, *Journal of applied psychology*, vol 56, no 6
- Tang, T. L. & Talpade, M., (1999). Sex differences in satisfaction with pay and co workers: Faculty and staff at a public institution of higher education, *Public personnel management*, vol 28, issue 3
- Wanous J. P. & Lawler, E. E. III, (1972). Measurement and meaning of job satisfaction, *Journal of applied psychology*, vol 56, no 2

Wong Siew Yock., (1995). *Kepuasan Kerja di Kalangan Guru-Guru Sekolah Menengah Luar Bandar: Satu Kajian di Daerah Manjung*. Unpublished Master Thesis, Universiti Utara Malaysia, Malaysia.

Young, B., Worchel S. & Woehr D., (1998). Organizational commitment among public service employees, *Public personnel management*, vol 27, issue 3

Yuan Ting, (1997). Determinants of job satisfaction of federal government employees, *Public personnel management*, vol 26, issue 3.

Zeffane, R., (1993). Job satisfaction and work redesign in telecommunication, *Labour and industry*, vol 5, no 1 & 2